

Greater Baltimore Health Alliance

MDCTO-0091

Summary Information

Maryland Primary Care Program, 2018 Application Cycle

CTO Overview

CTO Information				
Application ID Number	MDCTO-0091			
Status of the Proposed CTO	The proposed CTO is owned and operated by a healthcare organization and is currently in existence.			
Organization Site Name	Greater Baltimore Health Alliance Physicians, LLC			
DBA Name	Greater Baltimore Health Alliance			
Website (if applicable)	http://gbha.org/			
Ownership & Legal Structure				
Owned by Health Care Organization	Yes			
Name of Parent Organization	GBMC HealthCare, Inc.			
Legal Structure	Non profit 501: GBHA is a not-for-profit corporation under GBMC HealthCare, Inc.			
Service Area				
Counties Served	Baltimore County; Harford County			
Partnerships				
Formal Partnerships	Formal: Sheppard Pratt Health System; Kolmac Outpatient Recovery Centers; Mosaic Community Services; Continuing Care Network of Post-Acute Providers; Johns Hopkins and Bayada Home Care; Advanced Radiology; Quest Diagnostics; Procure Ambulance of Maryland; Uber Medical; Geckle for Diabetes Education. Informal: Health Departments; Social Services Departments; Aging Departments; County Ride; Meals on Wheels; Local Food Banks; Maryland Health Connection; Baltimore County Energy Assistance.			
Informal Partnerships	N/A			
Services Offered				
Tele-diagnosis	Planned for future			
Tele-behavioral health	Planned for future			
Tele-consultation	Planned for future			
Remote Monitoring	Planned for future			
Other	Currently in place			
HIT				
CRISP Connectivity	We currently educate and support practices on the use of services from the State-Designated Health Information Exchange (CRISP).; We assist practices in establishing electronic health information exchange with CRISP or a community-based health information exchange network.; We use CRISP to view data.; We send administrative encounter data to CRISP on a regular basis.; We send clinical data (CCDAs or QRDAs) to CRISP on a regular basis.			
HIT Vendor	Epic Systems	Epic Systems	Epic Systems	Epic Systems
HIT Product Name	Remote Client	EpicCare Inpatient; EpicCare Ambulatory	Beacon Cancer; Beaker	Healthy Planet; Care Everywhere; MyChart

Care Team Members

Category	Currently in place: How many?	Planned for future: How many?
Administrative Support	1	N/A
Behavioral Health Counselor	10	N/A
Billing/Accounting Support	1	N/A
Care Managers - RNs	12	N/A
Care Managers - Medical Assistants	N/A	N/A
Care Managers - Care Coordinators	12	N/A
Community Health Workers	N/A	N/A
Data Analysts	3	N/A
Health IT Support	1	N/A
Licensed Social Workers	N/A	N/A
Nutritionist	1	N/A
Pharmacists	N/A	3
Practice Transformation Consultants	2	N/A
Psychiatrist	6	N/A
Psychologist	N/A	N/A
Medical Directors	1	N/A

Vision

For more than 50 years the Greater Baltimore Medical Center (GBMC) Healthcare System has been working to improve the health of populations and communities it serves. Beginning in 2010, the organization implemented an advanced primary care system for delivering comprehensive high-quality person and family centered care. Today, the GBMC operates 9 NCQA Level 3 Patient Centered Medical Homes with 50 providers serving 72,000 patients. In 2012, the organization created an Accountable Care Organization (ACO), Greater Baltimore Health Alliance (GBHA). As part of this work, the GBHA began employing care managers, data analysts and quality improvement specialists focused on improving the health of our population. Our organization's embedded care management infrastructure is the State's first model to support medical professionals and behavioral health specialists side-by-side in primary care practices. Since 2012, emergency department visits have decreased by more than 9 percent; hospital discharges have decreased by more than 21 percent; and, the overall ACO quality performance score has increased an average of nearly 3 percent year over year. The organization's early entrance into the advanced primary care work coupled with demonstrated success across key quality and utilization metrics positions us well to serve as a Care Transformation Organization (CTO) under the Maryland Primary Care Program. As a participating CTO, the GBHA will build on its established model, community relationships, care management workflows, and data analytics and reporting capabilities to continue providing effective comprehensive primary care. The GBHA will continue to employ, contract, and manage an embedded interdisciplinary care management team in the practices that can furnish an array of care planning and care transition services to its patient population. Physicians will lead the interdisciplinary teams comprised of nurse care managers, care coordinators, social workers, behavioral health specialists, substance abuse consultants, nutritionists, and pharmacists. The care coordination and care transition services available to practices will include, but not be limited to: pre-visit planning to identify gaps in care, complex disease specific care planning, coordinating referrals and follow-up with specialty providers, managing care transitions across settings, and accessing community resources and social supports as appropriate for its patient. In addition to the care coordination and care transition support, the GBHA will utilize various data tools and informatics to assist practices with the risk-stratification of their empaneled patients to ensure each patient receives the appropriate level of support and health coaching. The risk-stratification will be informed by both clinical diagnoses and social determinants of health. The GBHA will continue its data exchange with the regional health information exchange (CRISP) for electronic notification of care transitions allowing care team members to immediately intervene and participate in real-time care decisions and treatment plans. The GBHA will also assist practices in utilizing data and systems to promote effective strategies for practicing evidence-based medicine and monitoring patient quality and cost outcomes. The GBHA promotes a culture of continuous process improvement using a variety of tools including Lean Daily Management, PDSA and others to assist the practices in advancing their care delivery. The integration of quality improvement professionals into the practices' clinical operations, performance improvement efforts, and quality and patient safety oversight will best position participating practices to meet the better health and better care goals of the Maryland Primary Care Program.

Approach to Care Delivery Transformation

The GBHA CTO (herein the “CTO”) will provide support to primary care practices in the form of care management personnel, infrastructure, data analytics and reporting, and technical assistance. The CTO will advance the capability of practices to provide advanced primary care, focusing on the five comprehensive primary care functions. The CTO will promote improved access and continuity by expanding hours, providing 24-hour care management support, alternative visits, and, in the future, telemedicine. The CTO will also support a robust care management capacity by embedding physician-led interdisciplinary teams into the practices. These teams will guide the development of patient-centered care plans. To ensure comprehensive and coordinated care, the CTO will support practices in the management of complex patients addressing both their health-related and psychosocial needs across care settings. The CTO will also use a variety of strategies to gain insight into the patient and caregiver perspective on the delivery of care, including supporting Patient and Family Advisory Councils (PFACs). The CTO will also provide technical assistance to practices on data and health information technology including patient risk stratification, connecting with CRISP, analyzing quality and utilization data, and developing process improvement plans, as needed, to improve the health and care of patients.